MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2019/2020

BRI 3114 – HUMAN RESOURCE INFORMATION SYSTEMS

(All Sections/Groups)

07 MARCH 2020
2.30 p.m - 4.30 p.m
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This Question paper consists of **FOUR (4)** pages with **TWO (2) SECTIONS.**
2. Answer **ALL** questions in **SECTION A** and **SECTION B**, and all questions carry equal marks and the distribution of the marks for each question is given.
3. Write all your answers in the Answer Booklet provided.

SECTION A: Answer ALL questions (50 marks).

QUESTION 1

a) Investments in HRIS functionality differ from more traditional investments, the Human Resource is commonly recognized as a source of costs rather than a direct source of revenue. Failing to recognize important sources of cost or benefit is a common problem in HRIS Cost-Benefit Analysis (CBA). The HRIS CBA matrix can be used to help uncover all reasonable benefit and cost components in HRIS investment analyses. Explain the HRIS Cost-Benefit Analysis (CBA) matrix.

(15 marks)

b) The action-research model is a general perspective to use in any planned change effort. Briefly explain the functions of action-research model cycle.

(10 marks)

(Total = 25 marks)

QUESTION 2

a) One of HR administration approaches is outsourcing. Define outsourcing and briefly explain **TWO (2)** advantages and **TWO (2)** disadvantages of HR outsourcing.

(16 marks)

b) Selection systems are information management systems for organizational decision making and administration. Briefly explain **THREE (3)** HRIS applications through selection and assessment.

(9 marks)

(Total = 25 marks)

Continued .....

SECTION B: Read the case and answer ALL questions (50 marks).

CASE STUDY: GREAT GLOBAL FINANCIAL SERVICES, INC.

Great Global Financial Services is an international corporation providing multiple financial services. However, it is one of the smaller players in the field, the firm has about 18,000 employees worldwide. Corporate strategy has focused on serving a niche market comprised of high net worth individuals, providing them with all the wealth management services they require. These services include investments, insurance, banking, real state, financial planning, and related services.

The linchpin making all these services work well is the quality of the employees, the degree to which they are motivated to provide "over the top" attention to clients' needs. Clients have come to expect this level of service regardless of where they might happen to be and regardless of the time. Because of clients' high expectations, every employee is expected to provide flawless service.

As it has expended globally, the company has hired employees from all the countries in which it does business. While all employees are expected to speak English, business is conducted in nine different languages in 46 locations. The company has invested heavily in developing a uniform corporate culture but has not succeeded in doing so in all locations. One difficulty has been the Performance Management (PM) and reward systems. Each geographic area developed its own PM tools, which reflect the national culture and the past experiences of local employees. There are a variety of systems using different performance criteria. Most of the PM materials are in Microsoft Word. Some of the systems seem to work all right, while others do not. None of the systems are coordinated, except to the extent those final performance ratings are sent to the company HR department. There has been enormous push back and noncompliance with PM policies from the employees because of the difficulty of the paper performance process as well as the nine different languages being used worldwide.

Rewards systems are similarly localized. Base pay, incentive systems, and benefits have grown up in each geographic location in accord with local market practices, laws, and customs. The complexity and number of excel spreadsheets needed to manage the financial targets and the resulting compensation plans for that many employees have created perceived and actual inequities. It is difficult to transfer employees across geographic areas because of the different systems in place, and awareness that employees in different locations have very different terms and conditions has created morale problems. Corporate HR has PM and rewards modules in its HRIS covering U.S. employees, but this take care of only about 61% of the company's employee population. An executive rewards module does cover about 2,000 senior executives worldwide, but all foreign data are sent from different locations and entered into the module at headquarters. Part of the historic reason for this process involves the legal requirements concerning privacy of information in the EU and some other locations; it is easier to get executives to grant permission for the

Continued .....

transmission of specific data when those data are used to calculate stock option awards and other executive incentive payments granted by the corporation.

Corporate HR would like to move away from local systems and institute a corporate wide system that relies neither on word documents for performance reviews nor on Excel spreadsheets for the resulting compensation plans that result from the overall performance ratings. It was thought that common systems for PM and rewards would support a more unified culture and help translate the company's strategy into individual performance plans worldwide.

The ideal system would be a web-based, multilingual, integrated PM and compensation system. The PM system would be accessible by managers and their direct reports and would be tied to corporate strategy and the current business plan. Managers and their direct reports could access the system at any time to see performance criteria, measures, and standards and to look at current progress against standards. The rewards and benefit modules, while based on local law and customs, would be standardized with respect to process, fostering a more uniform rewards culture. It is critical to HR managers that the technology selected is flexible enough so that yearly changes to the application could be made efficiently and legal requirements in different location could be accommodated, as well as changes in those requirements.

Because the performance goals are based on financial targets, and employees' merit and incentive payments are directly related to employee performance as well as the company's overall results, all necessary functionality for the compensation process should be built into the performance system. At year end, results should be able to be imported directly from corporate financial systems and used to generate performance reviews and compensation plans for the employees. the resultant pay increases and bonus payments would be fed directly into the payroll system already in use by Great Global Financial Services company in the United States and abroad. The system administrators should be able to ensure worldwide compliance with the performance process directly from the system through a variety of reports.
Source: Adapted from Michael J. Kavanagh, Human Resource Information Systems, Pearson 2015.

QUESTION 1

a) What are the roles of Performance Management (PM) in establishing and maintaining corporate culture?

(15 marks)

b) Discuss **TWO (2)** roles of compensation and benefits in establishing and maintaining corporate culture?

(10 marks)

(Total = 25 marks)

Continued .....

QUESTION 2 (Last Page)

As laws, labor markets, and customs relevant to performance management, compensation, and benefits differ from country to country, does it make sense to try to maintain a common global process for managing each of these areas? Briefly explain **FIVE (5)** reasons.

(25 marks)

(Total = 50 marks)

End of Page.